

## RELEVANT AND INFORMATION PACKED, PMI DELIVERS SUCCESSFUL MEETING

By LINDA S. MAYER, PMI PRESIDENT



Linda Mayer

I'd like to thank everyone who attended the 2000 Fall PMI Meeting and contributed towards making it a very successful meeting. Over the years, we continue to evolve and grow as the needs of our members change. PMI will only be as successful as it is relevant. And, with the rapid pace of change in our industry, it is critical that we stay current with the issues and remain flexible as an organization.

Of special note were the outside speakers we invited to our focus committee sessions. For example, the panel of organizations brought before the Universal Conformity Issue committee heightened the awareness of the challenge we face in meeting our goal of *"Tested Once, Recognized Worldwide"*. By inviting all interested parties, we were able to dig below the surface and highlight where the differences lie. Otherwise, it is all too easy to resort to a "war of words" through letters, phone calls, and numerous meetings with each organization. But, by having all of the parties in the room, it allowed for clear communication of PMI objectives and the opportunity to let the panelists know that this is a serious issue within the plumbing manufacturer community.

During the Fair Trade Issue Committee meeting, I thought that it was helpful to hear the Department of Commerce talk about the resources available to manufacturers who wish to export overseas. Not only do we need to focus on how to ensure fair trade within North America, but also how we can grow our opportunities for member companies outside these borders.

Regarding Trade Show Consolidation, we have talked for several years about hearing from Messe Frankfurt, the company that owns and produces the International Sanitation and Heating (ISH) show in Frankfurt, Germany every two years. As the largest building products show, they alone seem to have enjoyed unique success in creating a single show with international impact. Their Director of U.S. Sales, Dirk Ebener, was able to shed some light for us on their interest in entering the North American market. It was clear that they would love to be invited in by manufacturer associations, or partner with an existing

trade show, but the risk would be too great to enter without the commitment of a guaranteed base of exhibitors or attendees.

Those are but a few of the examples of the benefits of hearing from outside speakers, and I encourage anyone who was not able to make the meeting to read through the minutes of each of the committees.

While we were involved in the Focus Five Issues, the Olympics were happening on the other side of the world. Watching the interviews with some of the athletes brought an entire new meaning to the concept of "focus". Most of these athletes had trained since the Atlanta Games in 1996, just for the opportunity to compete in Sydney. The road to getting there is often a success story in and of itself. The Olympics are a clear goal which drive commitment and focus — both requirements for success. While at times it may seem like progress is slow on some of PMI's key issues, continued focus will make a difference. Sometimes it seems like it would be refreshing to have an event as definitive as the Olympics in business. But, not so in our world, we have to continually grow and develop our strength. However, as the Olympics show, *focus does bring results*.

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## YA SHOULD HAVE BEEN THERE!

BY BARB HIGGENS, EXECUTIVE DIRECTOR



Barb Higgins

The 2000 PMI Fall meeting was described by attendees as "the best ever..." — you should have been there!

- We're making progress on our Focus Issues.
- We're adding new members (more on that in a minute).
- We're increasing the involvement of our current members.
- We're listening to, and acting upon, your input (note the location of the Fall 2002 meeting, page 12).
- We're packing even more information into our compressed meeting schedule, than ever before.
- We're networking and building consensus.
- We're raising our visibility and influence.
- We're increasing interest in PMI among prospective members.
- And we're staying on budget.

As you saw through various reports at the meeting and as it will be captured in the meeting minutes coming your way soon, PMI is making progress on all of the Focus Issues including our newest addition to the list, Information Technology (you won't want to miss our 2<sup>nd</sup> IT Forum to be held December 11 and 12 in Chicago). It's rewarding to see the proactive involvement of the membership as we strive toward accomplishing these goals. We are chipping away at even the toughest of the issues: trade show consolidation (exciting announcement from ISH!), conformity assessment (see Dave Viola's article), fair trade (we now have direct input into the Department of Commerce through my/PMI's new position on the ISAC/9 committee).

And we're doing all of this as we keep a handle on our finances. Costs are under control. We're accomplishing a lot more with a lot less. And slowly but surely we're building up our reserves (we're about one-third of the way to our goal of having one-year's operating budget in reserve).

We appreciate your input on all of these important issues. And as we do here at PMI headquarters, I encourage you to review our strategic plan and the tactics that we've identified as ways to achieve our goals. You'll be able to see how and why we're doing what we're doing.

One of the most important and valuable achievements we've made over the past year is the continued raising of PMI's visibility in the industry and with our government

through our networking and consensus-building. We have spent a great deal of time on the road promoting PMI both here and overseas as part of our "globalization" initiative. As PMI's visibility has increased, so to has its image and influence within this industry and elsewhere. We have formed strategic alliances with non-PMI members to strengthen our industry voice. We are now able to mobilize quickly to leverage these relationships for results. We have encouraged folks to "think PMI"... and now they do!

So...the business is on track, the operation is running smoothly, the Focus Five Issues and goals are being pursued and achieved, a slate of eager new officers for year 2001 is ready to keep the momentum going, PMI's visibility and credibility is on the rise...

What next?

Membership!

We need to expand the base of our operations to include those that have not "seen the light" and are currently not PMI members. With our increased visibility, we regularly get quite a number of membership inquiries by phone and from our website. In the case of foreign-based manufacturing member prospects (with sales in the U.S.), dues have been a serious barrier. Happily, at the Fall Meeting, the membership voted to standardize the way dues are calculated for PMI members. Now all members will use sales of plumbing products in NAFTA countries as the basis for their annual dues (previously, dues for foreign-based companies were calculated on their reported worldwide sales).

And while we have an on-going membership campaign at PMI which includes mailings, phone calls, and recruitment meetings at the various industry trade shows, we continue to need YOUR help. There is nothing like a 3<sup>rd</sup> party endorsement to sell the benefits of PMI membership. I will continue to call on you to provide specific contact names, to join me on prospecting visits and to lay the ground work or provide sound follow-up with a few well-placed phone calls in conjunction with one of my prospecting visits.

In the meantime, the PMI Board continues to look at the structure of PMI with an eye to eliminating some barriers to membership — whether real or perceived. You will see the results of some of that effort in the suggested revision to the by-laws coming your way with the meeting minutes. The revisions will be voted upon at the Spring Meeting in Marco Island. Our goal is to truly be the Voice of the Industry in all plumbing product categories.

Thanks to all of you for your active participation in PMI. You have spoken. We have listened and will continue to do so. Let's keep that dialog going.

See you all at the 2001 Spring Meeting in Marco Island!



## CONFORMITY ASSESSMENT GOALS WITHIN REACH

BY DAVID VIOLA, TECHNICAL DIRECTOR

At the 1999 PMI Spring Meeting, the PMI Universal Conformity Assessment Issue Committee approved a strategic plan to accomplish the goal of creating a product approval infrastructure allowing plumbing products to be tested and certified once but recognized nationally. The tactical elements of the plan were very straight forward: identify problem jurisdictions, construct a plumbing product approval model, encourage certifiers to seek accreditation, build a support coalition, eliminate technical barriers, and educate the regulatory bodies. Admittedly, I thought achievement of the final goal was decades away. However, less than two years later, substantial progress has been made and, although much work remains, our goal seems well within reach.

We've identified the problem jurisdictions and are currently working with the top priorities — Massachusetts, Illinois, the New York Department of Energy Conservation, and the California Energy Commission. PMI has been very successful in revising model, state and local codes in efforts to establish uniformity and reduce technical barriers, which create difficulties in reducing product testing and certification duplication.

We've met with the product certifiers that have not yet obtained accreditation and urged them to do so. To date, Underwriters Laboratories, Inc., NSF International, IAPMO R&T, Truesdail Laboratories, Intertek Testing Services, and ICBO ES are accredited plumbing product certifiers, and CSA International and ASSE are in the process of obtaining accreditation. Although the National Evaluation Service (NES) has not committed to a system based on accreditation yet, their response to PMI has been positive. A specially-appointed NES task group recommended that the NES begin relying upon an accreditation system for product certifiers based on ISO Guides for criteria for these agencies.

PMI developed a model plumbing product approval program, which will be used as the foundation for proposals submitted to jurisdictions operating duplicative product approval programs. We've rallied a strong coalition of support in our efforts to promote the plumbing product approval model. CSA International, NSF International, and IAPMO R&T support our efforts. The American National Standards Institute (ANSI) and the National Institute of Standards and Technology (NIST) helped develop the model and agreed to actively assist PMI. In response to PMI's request for assistance, NIST has developed a white paper addressing the harmonization of plumbing product conformity assessment procedures. The paper will be a big help in our conformity assessment campaign! The white paper states that PMI's model is feasible and practical, and accomplishes the goal of eliminating duplicative testing and certification. It goes on further to say that the model can also be used by other industries to address their conformity assessment problems. The white paper will be presented at an international conformity assessment conference in Rio de

Janeiro later this fall.

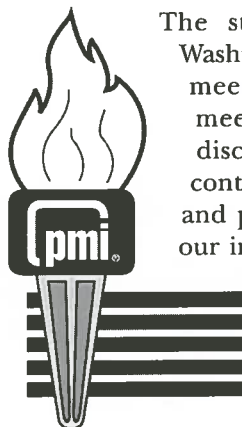
PMI also submitted the model to the National Conference of States on Building Codes and Standards (NCSBCS) for integration into their Streamlining Project. The Streamlining Project's mission is consistent with PMI goals: *to promote public safety and economic development in states and localities and support U.S. international economic competitiveness in the construction industry by helping each level of government (federal, state, regional, and local) determine, adopt, and implement streamlined administrative procedures, processes, rules, and regulations.* A NCSBCS task group has recommended PMI's model for approval, and on October 17, 2000, the NCSBCS Regulatory Affairs Committee will take final action. If approved, NCSBCS will assist in getting the model adopted and implemented across the nation.

NCSBCS's approval will trigger the start of the next phase of our national conformity assessment efforts — mobilizing the coalition and assisting NCSBCS in adoption and implementation activities across the country. Although NCSBCS is an impartial organization, the success of their promotional activities will depend on support from all areas of the industry. The purpose of this phase is to establish a simplified, uniform national regulatory framework so that we can more easily understand differences between conformity assessment infrastructures applied in other countries. This understanding will allow us to move to the final phase of our strategic plan, which is to resolve these differences.



Dave Viola

## PMI HOLDS FINAL MEETING OF MILLENNIUM BY LORI SMELSER, ASSOCIATION MANAGER



The stage was set September 24-27 in Washington, D.C., as PMI convened its final meeting of the 20th century. It was a meeting filled with issues, lively discussions and fun as PMI fondly continued its 25th anniversary celebration and passed our "torch" of issues affecting our industry into the new millennium and toward another 25 years of success.

*Turn to page five for  
a recap of PMI's  
2000 Fall Meeting!*

## PMI HOLDS SUCCESSFUL IT FORUM, PLANS SECOND ONE IN DECEMBER

BY LORI SMELSER, ASSOCIATION MANAGER

More than 40 PMI members and guests convened in Rosemont, Ill., on August 17 for a full-day forum on the impact of e-commerce and the Internet on the plumbing industry. A full slate of speakers was on hand for interactive presentations and discussions with attendees on current Web trends and changes in the way the industry does business. Hosted by PMI President Linda Mayer and moderated by Joseph Ursitti of Business News Publishing Company and *Plumbing & Mechanical* editor Jim Olsztynski, the Forum served as a not-so-gentle reminder that the Internet will continue to affect and benefit PMI members.

Morning presenters David Berman and Dan Auer of Build.com showed how to gain "Incremental Sales Opportunities on the Internet without Channel Conflict." The 6-year-old company offers its own premium specialty



David Berman and Dan Auer of Build.com

products and stores online, and attracts clients through "showroom quality" service and a user-friendly site. Berman stated that Internet users are looking for a site that will deliver. "There's an expectation on the Web that things are going to be done faster. Users are there for a quick release of information, and they expect it to be delivered fast." He also encouraged PMI members to "close the loop of a sale to create a complete online experience." Other tips included converting online leads into sales, cross-marketing products and setting an online linking policy to provide complete site reporting.

The duo also suggested expanding a marketing vision. "I don't care if you have 3,000 points of distribution," Berman said. "There are still markets you're not reaching."

Kevin Price of ASA's Center for Advancing Technology rounded out the morning discussions with an update in the latest business technology and trends. Price emphasized originality and exclusiveness through product descriptions, catalogs and pricing online. Though in the past e-commerce and the wholesaler community "sounded like a bad salad dressing — they just didn't mix," Price said



Kevin Price of ASA discusses Source ASA+ with Forum attendees.



Bob Weis discusses BidBuyBuild.com's business model.

the "heart of a successful e-commerce initiative is the online content."

In the afternoon, Olsztynski moderated a panel discussion on "The Dot-Com Phenomenon," along with BidBuyBuild Inc.'s Bob Weis, Improvenet.com's Matt Gahgen and TradePower's Mark Wagner. Each discussed the emergence of their business on the Internet, their challenges and niches in the market, and how the "dot coms" are shaping the plumbing and construction industry business. Mark Hopkins of TPN Register LLC followed with a discussion of catalog content as companies are increasingly looking to Internet-based procurement to save time and money in indirect buying processes. The forum was capped off with the chance for audience members to share their views on the impact of e-commerce on manufacturers and the plumbing industry and discuss potential topics for future meetings.

Following the success of the August Forum and the September 24 inaugural meeting of the IT Issue Committee at the Fall Meeting, plans are underway to hold a two-day forum December 11-12 in the Rosemont area. An afternoon of presentations from the channel side of the market (wholesale and retail) and roundtable sessions on December 11 would be followed by a dinner and general presentation from another industry on its successes with e-commerce initiatives. The Forum would conclude the morning of December 12.

More information on December's Forum will be mailed to PMI members shortly, and all members are strongly encouraged to send their information technology and/or marketing personnel for a productive exchange of information and ideas!

*Hold the Date!*

### PMI'S SECOND IT FORUM

December 11-12, 2000  
Hotel Sofitel; Rosemont, IL

MORE INFORMATION  
COMING SHORTLY!!



## A WRAP-UP OF PMI FALL MEETING ACTIVITIES

By LORI SMELSER, ASSOCIATION MANAGER

Without a doubt, it was a meeting to remember. From the opening moments, when Cece Kremer was crowned the "Princess of Porcelain", we knew this was not going to be just your ordinary meeting!!

It was, to say the least, an action-packed, issue-filled, information-based meeting. PMI's condensed meeting schedule kicked off with the inaugural meeting of the Information Technology (IT) Issue Committee, in which scope and objectives were developed and plans were made for a second IT Forum.

At the Sunday dinner, PMI President Linda Mayer welcomed meeting attendees by looking back on 25 years of progress and looking forward to the possibilities that await PMI in the next 25 years. She acknowledged the support received from members for PMI's time capsule project, honored Mario Bortoli's service as a Board member with a plaque and then...crowned Cece the "Princess of Porcelain" (to better explain — you just had to be there...but you can get a flavor of the festivities on pages six and seven). Members also received a special PMI pen set to commemorate PMI's 25th anniversary. The action began bright and early Monday morning with Committee meetings, with more scheduled through late afternoon on Tuesday evening. (see "Rolling Up Our Sleeves", right, for a listing of major action items from the meeting).

Those attending the Monday evening dinner were treated to an encore performance by Dr. Frank Luntz, who gave a sneak peek into the Bush/Gore race, as well as other key congressional races across the country. Sometimes controversial but always witty, Dr. Luntz provided an "insider's view" not only of next month's elections, but also his view on the declining morality of our nation. Meeting survey results showed he again was a hit with the PMI dinner crowd.

Spouses, companions and family members had much to do in D.C. as well. They were treated on Monday to VIP tours of both Ford's Theatre and the FBI Building, and then received a special treat with an unscheduled VIP tour of the National Archives. Tuesday evening was a chance for interested attendees to unwind with the premiere of the popular play, "Inherit the Wind" at Ford's Theatre. It was a perfect ending to a great meeting.

While there may be some sadness in seeing the 21st century slip on by, PMI members can take great pride in the accomplishments they, and the Institute, have made this century, and now pass our PMI "torch" into the new millennium, fresh with possibilities, challenges, and no doubt many, many successes!!



PMI President Linda Mayer presided over the Fall Meeting in Washington, D.C.

### ROLLING UP OUR SLEEVES... ACTION ITEMS FROM PMI'S 2000 FALL MEETING

- The general membership approved the Board of Directors' recommendation to **assess all regular member dues on annual sales volumes in NAFTA countries**. Associate member dues level remains the same.
- The general membership also **approved PMI's 2001 annual operating budget and new officers and directors at large** to serve on PMI's leadership.
- Based on the successful August PMI Information Technology (IT) Forum, the IT Committee agreed to **hold a second forum, December 11-12, in the Chicago area**.
- A task group will develop a **white paper on bleeding air from the water distribution system (air relief devices)** both to support code change efforts and to serve as an educational tool.
- On the faucet and shower/tub-shower fittings side, a **white paper will be developed on temperature control and limiting devices**.
- PMI will continue to work with the Los Angeles Department of Water & Power to **revise their toilet specifications and use those revised specifications as the industry blueprint** for other water conservation organizations.
- A task group was formed to prepare a follow-up letter to the NSF Standard 61 certification panel discussion presented at the Universal Conformity Assessment Issue Committee meeting.
- The Marketing Committee voted to **continue development of the new fixture shipment report** (to replace the Census Bureau's and PMI funded) MQ332E report and seek non-member input and participation in the report.
- The Board of Directors approved the Marketing Committee recommendation to **invite participation from non-members in its shipment report programs for a fee of \$5,000**.
- The Board of Directors voted to **research venues in the Chicago area to hold PMI's 2002 Fall Meeting**.
- The Trade Show Consolidation Issue Committee voted to continue **building a coalition of support for trade show consolidation from groups with similar trade show objectives**. A presentation has been developed for Executive Director Barb Higgins to use in building the coalition.
- The Board of Directors voted to **convene regional CEO Luncheons** as a vehicle for members and non-member CEOs to discuss industry issues and initiatives.
- PMI welcomes two new committee chairs, elected at the Fall Meeting. **David Lingafelter of Moen Incorporated** will serve as the Marketing Committee co-chair, and **Pete DeMarco of American Standard** will serve as the Fixture Product Group chair.

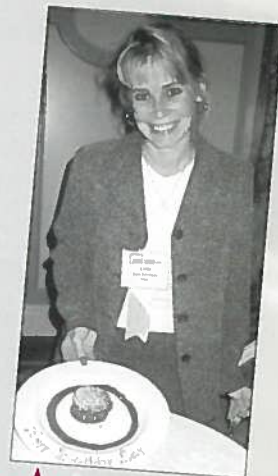
*All PMI members should be aware that proposed revisions to PMI bylaws — especially with reference to membership categories — will be voted upon at the Spring Meeting. Each member will receive a copy of the proposed revisions with the 2000 Fall Meeting minutes mailing!*



# PMI FALL MEETING RECAP WASHINGTON



★ Janet and Bob Dildine (left) and Bill Peck take in the premiere of "Inherit the Wind" at Ford's Theatre.



★ Association Manager Lori Smelser celebrates her birthday during PMI's meeting (she turned 23...or was that 32?).



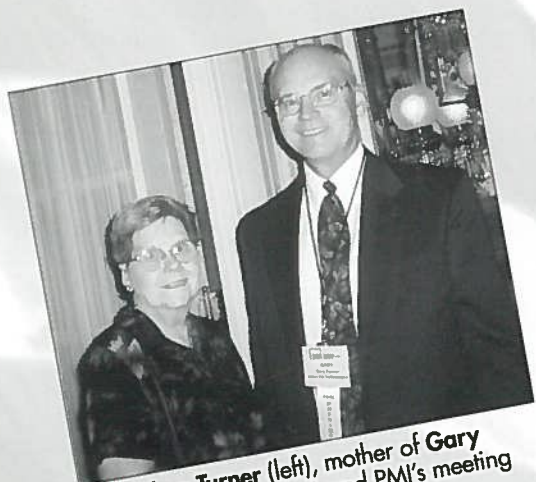
★ OK, so the meetings weren't ALL fun and games!



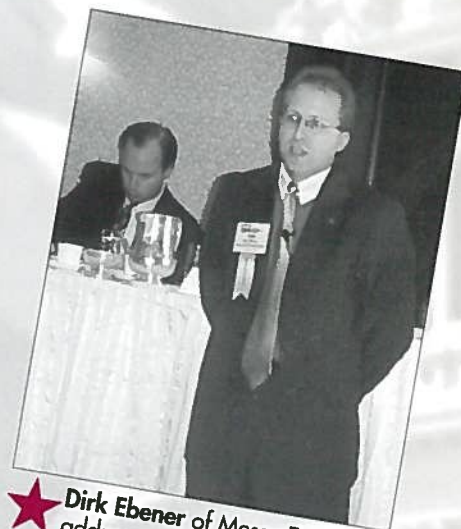
★ Will Denham (left) and Al Walcott show that it's always easy to have fun at a PMI meeting!



★ Linda Mayer presents Mario Bortoli with a plaque of appreciation for his service to the Board of Directors.



★ Elma Turner (left), mother of Gary Turner (right), enjoyed PMI's meeting and sightseeing around D.C.



★ Dirk Ebener of Messe Frankfurt addresses the Trade Show Consolidation Issue Committee attendees on Tuesday.





★ Keynote speaker **Dr. Frank Luntz** describes the Al Gore-Roswell, N.M. connection during Monday evening's dinner.



★ **Ron Coiner** of NSF International participates in Tuesday's UCA program.



★ **Mike Regelbrugge, Todd Talbot and Ron Hilger** (left to right) enjoy PMI's opening reception on Sunday.



★ **Cece Kremer** gets a surprise as Executive Director **Barb Higgins** presents a toilet seat, complete with Rep. Knollenberg look-alike!



★ **Cece Kremer** takes her role as the new "Princess of Porcelain" in stride.



★ **Arleen and Tim Mullally** (left) chat with Plumbing & Mechanical publisher **George Zebrowski**.



★ **Lee Mercer** finds his niche as a PMI panel moderator (*great job, Lee!*).



★ Co-chairs **Sally Remedios** (left) and **Mark Weaver** keep members focused on the issues facing PMI's Technical Committee.



★ **OSHA representatives** were on hand to update meeting attendees on hexavalent chromium.



★ The UCA panel discussion was well attended by both PMI members and the testing/certification community.

## FLOWING WITH THE TIMES, HAWS CORPORATION (AND PAT KELLY) MOVE ONWARD

By LORI SMELSER, ASSOCIATION MANAGER

At the turn of the century, Luther Terry Tuttle Ensign Haws was a self-employed plumber and sheet metal contractor, as well as Berkeley, California's sanitary inspector. In 1905, while on his rounds at a public school, he noticed children drinking water from a common tin cup. This unsanitary, though typical, arrangement inspired the inventor in him. Using available parts — the ball from a brass bedstead and a self-closing rabbit ear valve — he assembled the world's first drinking faucet. The Berkeley School District installed the first model.

Drinking faucet sales grew to the point where Luther was able to give up his plumbing company and form the Haws Sanitary Drinking Faucet Company. He soon obtained several patents, including one on the white china bubbler ball bearing the Haws company name. At the time of Luther's death, during the influenza epidemic of 1918, the company had expanded sales to the Western United States and added a plating establishment. Luther's 20-year-old son, Alpheus, became manager of the company. Alpheus was an able businessman who paid off old mortgages and helped the company's first profits.

The year 1917 marked the beginning of a new era for the company. First, California passed a law prohibiting the common drinking cup. Second, the American Society of Sanitary Engineers (ASSE) wrote a code recommending the same action. The American Radiator Manufacturing Company began illustrating Haws products in its national plumbing fixtures catalog and sales began to boom.

In 1923, Alpheus sold the plating works side to concentrate efforts on drinking fountains and faucet production. He was joined by his sister, Ora, and her husband, John Traynor, a local plumbing wholesaler. Traynor's plumbing knowledge and good business sense helped grow the company after Alpheus' death in 1934. In 1938, Traynor introduced the self-contained electric water cooler to the Haws line.

Modern day expansion dates from World War II, when thousands of newly-built barracks required drinking fountains. A post-war school building boom further increased sales — so much so that in 1948, the company was forced to move to its second Berkeley facility.

Alpheus' son Terry officially joined the company in 1949 and the following year, emergency eyewash and drench showers were developed and added to the Haws line. That same decade, sales began internationally. In 1999, the name of the company was changed to Haws Corporation and, in July of next year, the company will move its corporate headquarters to Sparks, Nevada, where Haws has

a new 200,000 square-foot office and production facility.

Haws joined PMI in May 1989, with then-president (and now chairman of the board) Terry Haws serving as PMI's principal member. Since then, **Patrick (Pat) T. Kelly** has been actively involved in PMI activities at all levels and served as PMI's Chairman (now "President") in 1995. See the 2000 May/June issue of PMI News for a more in-depth profile of Pat Kelly.

Kelly has enjoyed a mutually beneficial career as the vice president of sales and marketing of Haws, a position he says allowed him to "help shape the future of the company by being included as a decision maker in *all* areas of the company, not just at the sales and marketing level." Kelly notes that Haws joined PMI 11 years ago when the

company realized that it was not large enough to influence the industry. Company management thought that PMI could fulfill that role, with the active participation of Haws and other industry colleagues. "PMI offers us a voice, information to help us conduct business and influence decisions, and serves as a 'place' to interface with our peers," said Kelly.

Today, Kelly says PMI has done a great job of advancing, solving and managing issues of concern to the plumbing industry, both

directly as an organization and indirectly through the efforts of one or several members on particular issues. He cites that continuing to grow PMI's presence with fixture manufacturers will prove invaluable in years to come, as well as bolstering membership to include the majority of companies in each product line represented by PMI.

Kelly sees the next five to 10 years as a pivotal one for most companies, and the industry in general. "I believe that e-commerce and the Internet have the ability to completely reshape how, why and by what means we do business. Decisions will be increasingly critical to a company's success — particularly those small- to medium-sized companies" — a prospect to him that is both "exciting and scary."

After a successful career in the plumbing industry, Kelly is stepping down next year to enjoy more leisure and travel time with his wife, and become more involved in local politics. Haws is separating his current position — the new vice president of sales will be **Allen Zeigler** and the new marketing manager at Haws will be **James (Jim) Bowers Jr. Thomas E. White**, operations manager for Haws, will take over Kelly's representation at PMI and will join PMI at the Spring Meeting in Marco Island.

Enjoy your well-deserved retirement, Pat! You'll be missed at PMI!



Haws Corporation's new facility in Sparks, Nev.



## GERBER'S RON GRABSKI JOINS PMI LEADERSHIP FOR YEAR 2001

BY KELLY ENRIGHT, TECHNICAL SERVICES COORDINATOR



Ron Grabski

Ron Grabski, senior vice president of sales and marketing for Gerber Plumbing Fixtures Corporation located in Lincolnwood, Ill., is a welcome addition to PMI's Board of Directors at Large.

Gerber Plumbing Fixtures Corporation has been a member of PMI since 1985 and Grabski has been personally involved with PMI for four years. After graduating from Eastern Illinois University, Grabski

began his sales career at Kraft Foods and, as they say, the rest is history! Prior to joining Gerber 16 years ago, Grabski also worked for Union Oil and DuPage Products. His management philosophy is to "treat everyone with respect and give them the authority needed to fulfill responsibilities." His secret to a successful business is a three-pronged approach: to "hire people and let them do what they do well. Don't micromanage. Assume the best of people, not the worst."

In addition to being on the Board, Grabski is involved with PMI marketing and membership issues. He sees PMI

as an association to help companies accomplish "things we could not do on our own."

Grabski and his wife, Camille, have two daughters, Lauren and Susan. His sense of commitment was instilled in him by his dad. When Grabski is not committed to Gerber and PMI, he likes to vacation in Devil's Lake, Wisconsin and unwind by going sailing and doing some woodworking. Of course that's not all he likes to do. Playing golf, skiing and reading (Warren Buffett's biography is a recent favorite) also fill in his leisure time. As PMI members know, Grabski is also quite the magician. He has dazzled many of us at PMI functions. (Now if he could only make Knollenberg disappear!) As far as his outlook on life, he suggests that people need to think before they act — "95 percent of all pain is self-inflicted."

Grabski's reflection on the evolution of PMI over the last 25 years, which to him has been great for the members, is the change from a social to business organization.

We appreciate his dedication and look forward to his leadership of the Institute next year!

*"...hire people and let them do what they do well. Don't micromanage. Assume the best of people, not the worst."*

*His management philosophy is to "treat everyone with respect and give them the authority needed to fulfill responsibilities."*

## TURNING BACK THE CLOCK TO SEPTEMBER/OCTOBER 1975

### World Events in September/October 1975

- Lynette "Squeaky" Fromme attempts to assassinate President Ford on September 5 in Sacramento, Calif. Sara Jane Moore then tries to assassinate him in San Francisco on September 22.
- "Island Girl" by Elton John topped the charts on October 18.
- "Love Will Keep Us Together" by the Captain and Tennille was a popular album, while "All in the Family" and "The Mary Tyler Moore Show" were being watched by many families.
- The Cincinnati Reds beat the Boston Red Sox, four games to three, on October 22 for the World Championship.
- Juan Carlos assumes power in Spain on October 30.

### PMI Events from September/October 1975

- The Plumbing Brass Institute changed its name to the Plumbing Manufacturers Institute.
- Warren Fisher of Guarantee Specialty was the last President of PBI.
- James Burgess was president during the first full year of PMI.
- PMI's new name, and accompanying brown PMI logo, were approved by the general membership during the Fall Meeting.
- Water conservation, as an industry issue, was already a hot topic!
- PMI's assets for the quarter ending September 30 were just over \$42,000.



### THOUGHT FOR THE DAY:

*Leaders are individuals who do the right thing in contrast to managers who do things right.*

## KELLY ENRIGHT JOINS THE PMI TEAM

BY LORI SMELSER, ASSOCIATION MANAGER



PMI's newest team member, Kelly Enright.

The staff of PMI is very pleased to welcome **Kelly Enright** to our team in Schaumburg, Ill.! Kelly joined the staff in August as PMI's Technical Services Coordinator, reporting to Executive Director **Barb Higgins**. Kelly will support Technical Director **Dave Viola** with PMI's technical initiatives and assist with administrative functions as well. Many of you had the pleasure of meeting and working alongside her during our recent Fall Meeting in Washington, D.C.

Kelly comes to PMI after five years with BOCA International in Country Club Hills, Ill., in the codes and standards department. PMI will benefit greatly from Kelly's experience and knowledge of the construction industry, and the model code and product standards development processes.

Executive Director **Barb Higgins** said, "She's a great addition to an already great staff, and she has hit the ground running. Her enthusiasm is infectious, and she has been —and will continue to be — a valuable asset to PMI and the membership as she supports our efforts."

### HOLY COW! GOT GERBER?



Here's Gerber president Jon Deiter with "Mootsvah" at the recent NEX show in Chicago.

Previously part of Chicago's "Cows on Parade" event, Mootsvah was purchased by Gerber at an auction held at the Plumbing Industry Millennium Party on Navy Pier last January to raise funds for the "Make-A-Wish" children's charity. Mootsvah is now a frequent site at industry trade shows. (Her name, by the way, is Hebrew for "good deed.")

We "herd" that Sloan Valve also purchased a cow at the auction. Their cow does not share Mootsvah's wanderlust and is content to graze in the lobby of Sloan's headquarters in Franklin Park, Ill.

A native of Richton Park, Ill., Kelly currently resides in Mokena, about 30 miles south of downtown Chicago. She received her Bachelor's of Arts degree in Business Administration from Lewis University in Romeoville, Ill., and she is currently balancing her personal and professional schedules with her pursuit of an M.B.A. degree (concentration in human resources) from Lewis. Because of her sometimes lengthy commute to work now, Kelly lists among her pet peeves an intense dislike for "gaper" delays on the expressway (most of us can probably relate to that one!).

One of Kelly's favorite interests is music; she loves to listen to many different types of music — current popular/rock, country and Christian rock. She also sings many Sunday mornings during services at Homewood Church and also participates on the drama team. When her busy schedule permits leisure time, she likes going to movies, reading, and spending time with friends.

According to Kelly, having a positive outlook on life is part of her secret to success. "I like to think of the positive side(s) to things or of getting the most opportunity out of a situation. I'm practical in some areas and passionate in others." A formula for success here at PMI, no doubt!

## Last Chance...

### Time is Running out to become a Part of PMI's Past and Future!

PMI is putting the finishing touches on its time capsule to represent PMI and the plumbing industry as the 21st century dawns. The capsule will be stored at PMI's headquarters for who knows — 10, 25, or even 50 years!

We want YOUR COMPANY — as members of PMI when we enter a new millennium, represented when we 'seal' our capsule. Please provide us with historical information on your company, information on today's top selling products, product catalogs or other items you think would help represent your company and the plumbing industry today.

**DON'T DELAY — SUBMIT YOUR CAPSULE ITEMS TODAY...**

**The Clock is Ticking!**

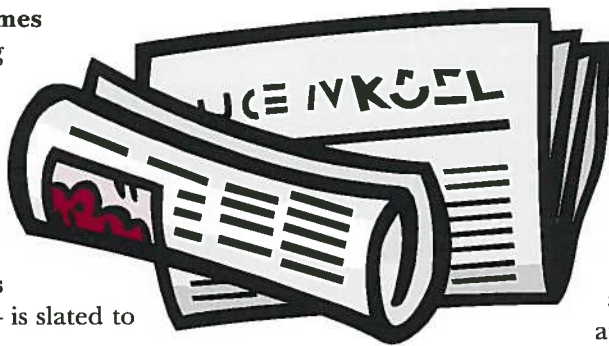


...to Become a Part of PMI History!!!



### PMI Member News

- Thanks to the following companies who have provided everything from product samples to corporate apparel for PMI's time capsule: **Elkay Manufacturing, Haws Corporation, Moen Incorporated, NEOPERL Incorporated, Price Pfister, and Sloan Valve Company.** **THE DEADLINE FOR SUBMITTING ITEMS IS DECEMBER 31!!**
- **Haws Corporation** has named **James Bowers Jr.** as its new marketing manager. As marketing manager, Bowers will complete the implementation of the company's new website and manage other Internet-related marketing opportunities for Haws.
- **Gerber Plumbing Fixtures Corp.'s** web site — [www.gerberonline.com](http://www.gerberonline.com) — is slated to undergo redesign next year.
- **Moen Incorporated** received the Enterprise Development Incorporated (EDI) Innovation Award, which recognizes innovators in Northeast Ohio for introducing new products, procedures or concepts in customer service. This is the second consecutive year Moen has earned this award.
- **Elkay Manufacturing** presented its "Execution Award" to sales representative Jim Martin for success in carrying out the functions and terms of Elkay's policies and programs. Martin received a plaque and \$1,000 travel voucher.
- Two PMI members — **Delta Faucet Co.** and **Moen Incorporated** — have opened virtual "stores" at [www.faucet.com](http://www.faucet.com). The Moen store was launched on June 11, and the Delta store was launched July 27.
- **Delta Faucet Co.'s** Waterfall and Signature pull-out spray kitchen faucets have been recognized with the bronze 2000 Industrial Design Excellence Award from the Industrial Designers Society of America.
- **Price Pfister** has joined BuildNet Inc., a leading software provider for the industry, as a founding member of its BuildNet e-Building Exchange.
- **Sloan Valve Company** now offers its sales staff, and distributors the ability to check inventory, configure products, enter orders, check order status and product availability 24 hours a day, via use of business-to-business sell-side e-commerce methodology.



### PMI in the News

- "PMI Warns UPC Code Proposal Threatens Private Labeling"; *Plumbing & Mechanical* and *PM Engineer*, August 2000
- "PMI Information Technology Forum"; *Plumbing & Mechanical*, August 2000
- "PMI Holds Internet Technology Forum"; *Supply House Times*, September 2000

- "PMI on the Information Highway"; *Plumbing & Mechanical*, October 2000

• Have you seen a familiar sight while visiting the websites of *Plumbing & Mechanical* and *PM Engineer* magazines? Your eyes were not deceiving you — PMI has a presence on [www.pmmag.com](http://www.pmmag.com) and [www.pmengineer.com](http://www.pmengineer.com)! A web

banner inviting non-members to join PMI can be found on both sites, revolving with other industry banners at the top of each page. It's one more way we're raising our voice, and our visibility, to the industry!

### Wondering why your company news isn't listed here?

*It's because we haven't heard from you!  
Put PMI on your mailing lists to ensure your  
company is included in future PMI News editions!*

### Industry News

- *PM Engineer* and *Plumbing & Mechanical* magazines have teamed up with [www.plumbingonline.com](http://www.plumbingonline.com), to supply the website with weekly industry news. Many of the articles will not appear in their regular monthly magazines, but they can be accessed at the magazine's sites ([www.pmengineer.com](http://www.pmengineer.com) and [www.pmmag.com](http://www.pmmag.com), respectively).
- Business News Publishing (BNP), parent company of *PM Engineer* and *Plumbing & Mechanical* magazines, is working with B2Bworks ([www.b2bworks.com](http://www.b2bworks.com)) to bring BNP's vertical B-2-B sites into the B2BWorks network.
- Bill Everham, publisher of *Supply House Times* and *Contractor* magazines, has resigned his position. He is working with an East Coast advertising agency that will still keep him connected to the industry. Everham began his career at *Supply House Times* in 1972.

**PMI IS TUCSON BOUND IN 2002!**  
**BY LORI SMELSER, ASSOCIATION MANAGER**

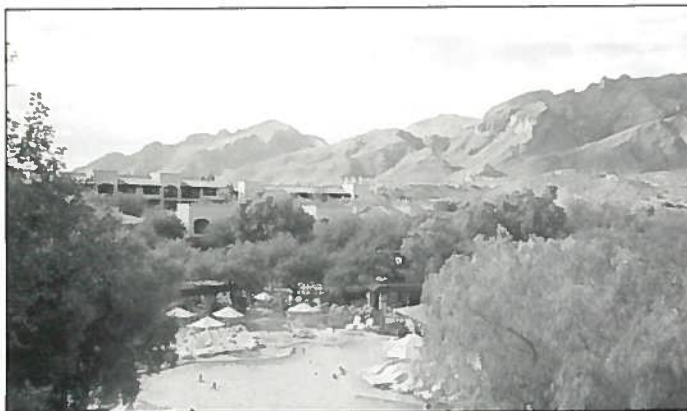
PMI is heading south...south to Tucson, that is! PMI has selected the Westin La Paloma as the site for PMI's 2002 Spring Meeting. Nestled in the foothills of the Santa Catalina mountains and surrounded by desert gardens, a waterfall and natural rock formations, the La Paloma is a relaxing, natural catalyst for a PMI meeting. The resort's 487 guest rooms all have private patios or balconies from which to enjoy the spectacular views of the Sonora Desert.

It's also a great site for PMI members and guests to bring their families. Three adjacent free-form swimming pools are located in the resort, as well as a 177-foot water slide, the largest in southern Arizona and a great attraction for children, young and old alike. The child-friendly resort boasts a host of children's activities to keep young ones occupied, as well as daily adult activities. The La Paloma is also pleased to be opening an Elizabeth Arden Red Door Spa this fall, featuring a full lineup of first-class spa services. And for the fitness conscious, La Paloma features a full fitness center which includes aerobics, racquetball and volleyball. Tennis aficionados can choose from 12 championship courts, 10 of which are lighted and four of which are clay.

If golf is your game, the Westin La Paloma is the resort for you! Surrounding the resort is the lush greens of its 27-hole Jack Nicklaus Signature golf course. Widely known as the most scenic and challenging course in Arizona, this private course has received accolades for excellence. *Golf Digest*, *Golf* magazine and *Conde Nast Traveler* rate the course among the best in the United States. And *Golf for Women* has recognized La Paloma as one of the country's most women-friendly courses.

The Westin La Paloma is an award-winning place for the finest cuisine. An eclectic collection of southwestern specialties are found in several resort restaurants, from casual to upscale and from courtside and poolside to sit-down fare. The resort also boasts *Janos*, the four-star/four-diamond restaurant nationally acclaimed for its French inspired southwestern cuisine. Rounding out the La Paloma are several specialty shops and boutiques — you never need to leave the resort!!

With so much to do and see in Tucson, we're excited to take PMI to the Southwest in 2002!



**AND THE  
WINNER IS...  
BRUNO  
DEPENTOR,  
KWC FAUCETS!!!**

*Congratulations,  
Bruno!*



**YOUR 2000 FALL MEETING EVALUATION WAS ONE  
OF 36 ENTERED TO RECEIVE A FREE PALM PILOT, AND  
PMI STAFF MEMBER KELLY ENRIGHT PULLED YOUR  
WINNING SURVEY FROM THE ELIGIBLE WINNERS!**

**THANKS TO ALL WHO FILLED OUT AND TURNED IN THEIR  
FALL MEETING EVALUATIONS. WE VALUE YOUR INPUT!!**

**2000 PMI LEADERSHIP**

***Executive Committee:***

Linda Mayer, Moen Incorporated, President  
Frank Evans, Chicago Faucet Company, First Vice President  
Todd Talbot, Alsons Corporation, Second Vice President  
Ralph Herrbach, Cifial Brass Works, Treasurer  
Fred Luedke, NEOPERL, Inc., Immediate Past President

***Directors at Large:***

Mario Bortoli, Quality Metal Finishing Co. (1/97-12/00)  
Ken Martin, Delta Faucet Company (1/99-12/01)  
Claude Thiesen, T&S Brass & Bronze Works (1/00-12/00)  
Al Walcutt, MPC Plastics, Inc. (1/00-12/02)  
Jim Westdorp, Kohler Company (1/99-12/01)  
Claus Zieger, Interbath Inc. (1/00-12/02)

***PMI Staff:***

**ADMINISTRATIVE**

Barbara C. Higgins, Executive Director  
Lori Smelser, Association Manager

**LEGISLATIVE & REGULATORY**

CeCe Kremer

**TECHNICAL**

David W. Viola, Technical Director  
Kelly Enright, Technical Services Coordinator

**LEGAL COUNSEL**

Michael Sennett, Bell Boyd & Lloyd

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***PMI Works...for you!!!***